

FY 2016 Annual Performance Plan / FY 2014 Annual Performance Report

US Census Bureau

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Part 1: Agency and Mission Information

Section 1.1: Overview

Census Bureau information shapes important policy and operational decisions that help improve the nation's social and economic conditions. The Bureau conducts the constitutionally mandated Decennial Census of Population and Housing every 10 years, which is used to apportion seats in the House of Representatives and informs congressional redistricting. The Census Bureau also conducts a census of all business establishments and of all governmental units, known respectively as the Economic Census and the Census of Governments, every five years. The Economic Census is the benchmark used for measuring Gross Domestic Product (GDP) and other key indicators that guide public policy and business investment decisions. In addition, the Bureau conducts several ongoing business and household surveys that provide the information in several of the Nation's key economic indicators and which are used to allocate over \$400 billion in federal funding annually, including the American Community Survey (ACS). The ACS allows communities to make the best decisions about where they should locate new schools or expand services for the elderly. Because it is available to businesses of all sizes at no cost, it helps players from the largest corporations to the smallest emerging innovators locate their labor force, target their customer base and find new markets.

The Census Bureau measures America's rapidly changing economic and social arrangements, and develops effective ways to disseminate information using the most advanced technologies, to enable policymakers at all levels of government, businesses, non-profit organizations, and the public to make effective decisions.

The Census Bureau's headquarters is located in Suitland Maryland, with six regional offices in New York, NY; Philadelphia, PA; Atlanta, GA; Chicago, IL; Denver, CO; and Los Angeles, CA. The National Processing Center is located in Jeffersonville, IN and operates three telephone centers in Jeffersonville, Tucson AZ, and Hagerstown, MD.

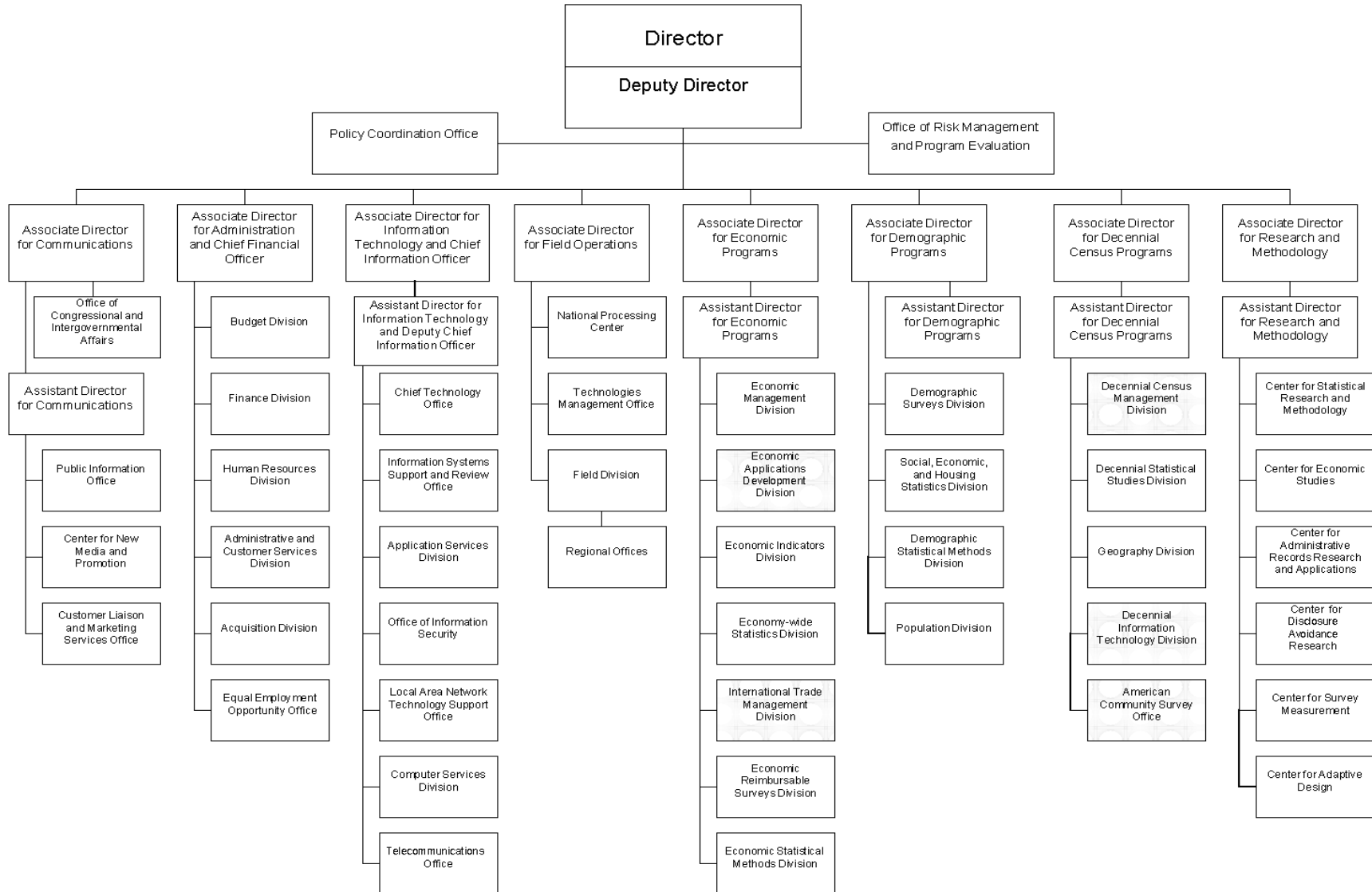
Section 1.2: Mission Statement

The Census Bureau's mission is to serve as the leading source of quality data about the nation's people and economy. We honor privacy, protect confidentiality, share our expertise globally, and conduct our work openly. We are guided on this mission by scientific objectivity, our strong and capable workforce, our devotion to research-based innovation, and our abiding commitment to our customers.

Section 1.3: Vision and Values

Our Vision is to be the leading source of high quality, timely, relevant, and cost-effective statistical information supporting the nation's decision-makers.

U.S. Department of Commerce
Bureau of the Census



Part 2: Cross-Agency Priority Goals

The Census Bureau currently does not lead any Cross-Agency Priority Goals.

However, there are several efforts underway that advance the priority goals of customer service, shared services and open data. Examples include:

Customer Service:

American Community Survey Content Review and Respondent Advocate (Ombudsman)

Members of the American public called on to respond to the American Community Survey (ACS) have raised questions and sometimes concerns to the Census Bureau directly and through their Congressional representatives. Some respondents question the content of the survey and the manner in which this and other surveys are conducted by the Census Bureau. In FY 2014, the Committee on Appropriations requested that the Census Bureau provide a report, on efforts and steps being taken to ensure that the ACS is conducted as efficiently and unobtrusively as possible.

To respond to these concerns, the Census Bureau is implementing a comprehensive review of ACS question content and is continuing research to improve survey efficiency while reducing respondent burden. The purpose of the content review is to obtain a comprehensive understanding of the usages, justification, and merit of each question on the ACS. The goal is to minimize the reporting burden imposed on a subset of households while providing quality information to federal, state, local, and tribal governments along with business decision-makers. This content review will start by addressing several ACS questions that respondents have the most difficulty understanding why they are asked, but will eventually cover the entire survey. The priority questions for content review cover income, journey to work, disability, and plumbing facilities. Agencies relying on this information will be asked to document the justification for question use; statutory, regulatory, and programmatic uses, the lowest level of geography required; frequency of use; funding formulae and the amount of funding distributed based on the questions; characteristics of the population supported by the question; and alternative data sources to the ACS. The Census Bureau expects to complete this review by March 2015.

Additionally, the Census Bureau established a Respondent Advocate (Ombudsman) position in April 2013 to ensure that respondent concerns are considered throughout the survey life cycle as well as to provide real-time assistance to respondents that have concerns about a Census Bureau survey. The advocate has led efforts to improve the Census Bureau's website for survey respondents, provided direct assistance to hundreds of individuals involved in Census Bureau surveys (always within 24 hours and usually within 4 hours), and met with nearly 400 Congressional offices to explain the role of the ACS and other Census Bureau data collections and the responsibilities and duties of the Respondent Advocate..

Digital Transformation Program

Aligned with the Digital Government Strategy, the Digital Transformation Program focuses on customer-centricity, shared platforms and innovative technologies and solutions to Build a 21st Century platform to better serve the American people.

The goals of the Digital Transformation program are:

1. Increase awareness and access to U.S. Census Bureau statistics
2. Improve customer satisfaction
3. Grow our audience

The components of this transformation program include efforts to:

- Redesign census.gov to improve two major challenges from users – search and navigation. Introduced thematic navigation allowing users to access information and data by topics, which moves away from an organizational structure to a topic centric navigation based on customer expectations and private and public sector best practices.
- Invest in a new Content Management System (CMS). This system allows an improved content dissemination across the site, more secure content and consistency of content and layout across site properties. Content is currently being migrated into the CMS.
- Implement a state of the art search capability. Enabling answers before results, information panels highlighting statistics, and visualizations and table features. This robust search will present statistics such as population, North American Industry Classification System codes, and income and poverty data as search results.
- Implement a multi-channel customer experience management capability. The Customer Engagement Management platform will pull together unstructured customer feedback from diverse sources with customer behavior data, enabling the U.S. Census Bureau to identify the frustrations expressed by our customers, uncover unmet customer needs, and find opportunities to improve the analytics gathering and understanding customer experience. In addition, the U.S. Census Bureau invested on robust analytics and metrics software, including social media monitoring tool to improve its analyses of customer experience. The metrics and insights align with the Digital Transformation program goals and key performance indicators, measuring how goals are being met throughout the program lifecycle.
- Establish an effective integrated communications and promotions effort to promote new products and improve online communications with customers.
- Improve in analytics gathering and understanding customer experience
- Establish an effective communications and promotions effort to promote new products and improve online communications with customers
- Develop and deploy numerous public facing data products including :
 - Three (3) new mobile applications, named America’s Economy, dwellr, and Census Pop Quiz.
 - New interactive data tools such as the Population Clock, My Congressional District, and Easy Stats. These tools use latest technologies, U.S. Census Bureau’s public and private application programming interface (APIs), and sharing and embedding capabilities allowing for greater access and easier use of data.

Efforts conducted have been research driven and customer focused to ensure successful outcomes and adaptation for customer insights towards its lifecycle. The feedback from customer is gathered, prior to and upon deploying new products and enhancements through analytics, customer engagement management, and stakeholder relations.

In FY 2016, the Census Bureau will implement responsive design for census.gov (allowing the website to operate on multiple devices such as tablets and mobile); search enhancements; continued content migration; and Customer Experience management (CEM). The plan also includes the development of personalized user portal (mycensus.gov) that will allow individual users to customize their experience and data needs on the website. The Census Bureau will continue to build on the importance of having strong web monitoring and analytics tools, web applications and enhancements, and mobile applications development and support. Also providing ongoing support for data visualization initiatives around data releases.

Shared Services: Enterprise IT Shared Services Program Management Office:

In order to harvest further benefits of shared services and align with Memorandum M-10-26, the Census Chief Information Officer (CIO) is establishing an Enterprise IT shared services Program Management Office (PMO) and an Enterprise IT Shared Service (ITSS) Policy. The PMO is facilitating the Bureau’s transition to a state where shared services are the norm, rather than the exception. The Census Bureau’s Enterprise ITSS policy formally establishes, as a standard practice, the implementation and re-use of Enterprise ITSS across the Census Bureau. Governance by the program and adherence to policy will improve enterprise flexibility and substantial cost savings through:

- Efficient resource allocation allowing business areas to focus on delivering their core mission(s), including reducing the time required to deliver data services and products;
- Streamlined operational efficiencies by centralizing needed operational infrastructure (technology, processes and people) required to deliver, maintain and mature a shared service;
- Improved organizational effectiveness using best practices, proven functionalities, and innovative solutions; and
- Improved cost-efficiencies by reducing costs associated with redundant IT resources.

Enterprise IT Shared Services are selected in accordance with the program's guiding principles that include: Enterprise IT Shared Service identification and prioritization based on business "value," and ROI in support of Survey Lifecycle (SLC) and Mission-Enabling & Support (MES) functions. Candidate Enterprise IT Shared Services are identified by the program and nominations by individuals and organizations.

Internally, the Census Bureau has established several current shared services, including e-mail. In addition, more than 40 other Enterprise IT Shared Services candidates have been identified for potential use within the Census Bureau. The Census Bureau will use the Federal IT Shared Services categories of Commodity, Support, and Mission to categorize the portfolio of services.

While substantial cost savings and other efficiencies are expected from the Enterprise IT Shared Services Program, actual savings will be based on several factors including but not limited to the type of service, and whether there are opportunities to consolidate licenses, consolidate contracts, reduce and repurpose hardware, and better align staff.

The Census Bureau Enterprise IT Shared Services Program has identified success criteria that will measure the desired outcomes and the impact of the program. The five (5) key success criteria are cost savings, efficiency, standardization, consolidation, and customer service.

Open Data and Shared Services: Census Data API:

The U.S. Census Bureau has released an online service that makes key demographic, socio-economic and housing statistics more accessible than ever before. The Census Bureau's public Application Programming Interface (API) allows developers to design Web and mobile apps to explore or learn more about America's changing population and economy. The API lets developers customize Census Bureau statistics into Web or mobile apps that provide users quick and easy access to 42 data sets, with the most recent releases including:

- Economic Indicators Time Series
- 2007 & 2012 Economy-wide Key Statistics
- 2011 & 2012 County Business Patterns
- 2012 Non-Employer Statistics
- 2013 Vintage of Population Estimates
- 2012 Vintage of Population Projections

In addition, the Census Bureau has launched an enterprise effort to transform how it disseminates data and information to the public by streamlining access, enhancing the ability to search, find, and use the data by the public, and optimizing the resources needed to accomplish these tasks.

The Center for Enterprise Dissemination Services and Consumer Innovation (CEDSCI)

The Center for Enterprise Dissemination Services and Consumer Innovation (CEDSCI) is comprised of experts from across the Census Bureau, and their work is based on the core principals of the Federal Digital Strategy:

- Enable the American people and an increasingly mobile workforce to access high-quality digital government information and services anywhere, anytime, on any device
- Ensure that as the government adjusts to this new digital world, we seize the opportunity to procure and manage devices, applications, and data in effective, secure, and affordable ways.
- Unlock the power of government data to spur innovation across our Nation and improve the quality of services for the American people.

The goals of the project include:

- Fostering and maintaining a customer-focused, cost-effective data dissemination environment
- Promoting a set of dissemination tools to meet future dissemination capabilities.
- Adopting a Customer Experience Management (CEM) system that captures customer interactions systematically and provides for dissemination tools, systems, and processes to evolve based on quantitative assessment of changing customer needs and new technological innovations.
- Establishing a standardized central metadata repository across all censuses and surveys, which would enable the Census Bureau to deploy generalized dissemination capabilities.
- Designing shared enabling technologies based on business requirements and needs.

The intended benefits include:

- Cost savings through elimination of duplicate systems and processes
- Spurring greater innovation
- Systematic quality assurance
- Improved customer satisfaction through metadata standardization
- More efficient and effective work environment
- Better utilization of existing tools to meet customer needs
- Greater insights into customer needs
- Increased Census brand awareness and acceptance
- Improved disclosure avoidance

Dissemination as a Shared Service

The Census Bureau will foster and maintain a customer-focused, cost-effective data dissemination environment where:

- Its people view dissemination as a shared service and responsibility; engage in active listening; look for ways to strengthen new ideas; and are innovative and risk-taking.
- Its processes provide continuous information about how effectively this agency is meeting data users' needs.
- Its tools are customer-driven and make data easy to access and use.

- Its information respects confidentiality, and users trust it as a reliable and credible source.

As we modernize and centralize our data collection and processing activities, our dissemination efforts must similarly keep pace with technological innovations and changing expectations from respondents and data users alike. Deploying shared services across our diverse programs and data sets not only provides us with efficiencies, it exposes our innovations to more of the American public on whom we rely to produce the content we return to them. We must demonstrate to the public that the Census Bureau can innovate and adapt, lessen the burden of response, and meet our budgets and deadlines if we are to preserve their trust in our work.

Part 3: Strategic Goals and Objectives

Section 3.1: Corresponding DoC Strategic Goals, and Objectives

Goal	Objective Number	Objective Name	Leader:
Trade & Investment	1.2	Increase U.S. exports by broadening and deepening the U.S. exporter base	Ken Hyatt, Acting Under Secretary, ITA
Innovation	2.4	Accelerate the development of industry-led skills strategies that result in a productive workforce for employers and high-quality jobs for workers.	Matt Erskine, Deputy Assistant Secretary, EDA
Environment	3.2	Improve preparedness, response, and recovery from weather and water events by building a Weather-Ready Nation.	Kathy Sullivan, Under Secretary, NOAA
Data	4.1	Transform the Department’s data capacity to enhance the value, accessibility and usability of Commerce data for government, business and the public.	Mark Doms, Under Secretary, ESA
Data	4.2	Improve data based services, decision-making and data sharing within the Department and with other parts of the Federal Government.	Mark Doms, Under Secretary, ESA
Data	4.3	Collaborate with the business community to provide more timely, accurate, and relevant data products and services for customers	Mark Doms, Under Secretary, ESA

Section 3.2: Strategies for Objectives

The Census Bureau supports the following strategies in the Department of Commerce Strategic Plan:

Trade & Investment (1.2)

- Educate U.S. companies and communities on the benefits of exporting (ESA, ITA, MBDA).

Innovation (2.4)

- Capture, coordinate, and analyze U.S. workforce data (ESA¹, OS).

¹The Economics and Statistics Administration also includes the Bureau of Economic Analysis and the Census Bureau.

Environment (3.2)

- Enhance decision support services for emergency managers (Census, NOAA).

Data (4.1)

- Drive the development of Big Data standards and measurement science (ESA, NIST).
- Establish data interoperability across the Department and expand open data access (ESA, NIST, NTIS).
- Make Commerce data easier to access, use, download, and combine through a “Find it-Connect It” service (ESA, NTIS).

Data (4.2)

- Improve the use of existing federal databases to help analyze business assistance and economic growth programs throughout the government (BIS, ESA, ITA, MBDA).
- Execute high profile statistical data programs well (ESA).
- Increase data sharing among federal agencies and reduce the public’s burden of providing information (ESA).

Data (4.3)

- Explore combining of federal and private-sector datasets to strengthen decision-making (ESA).
- Continually revisit and revise the Department’s data products to meet changing needs (ESA).

Section 3.3: Progress Update for Strategic Objectives

Objective 4.2 – Improve data based services, decision-making, and data sharing within the Department and with other parts of the Federal Government

The 2020 Decennial Census program completed two field tests, the 2013 Census Test and 2014 Census Test. The 2013 Census Test examined the operational feasibility of using administrative records to reduce the Nonresponse Follow-up (NRFU) workload and an adaptive contact strategy to increase NRFU productivity. The 2014 Census Test looked at self-response and nonresponse field components to answer research questions and inform preliminary design decisions for the 2020 Census. Decennial also designed and began work on the Address Validation Test to assess the performance of the methods and models that will help us develop the 2020 Census address list and define the in-field address canvassing workloads needed for the operational design decision point in September 2015.

All the 3-year (2010-2013) and 5-year (2008-2012) American Community Survey (ACS) data and the 1-year 2013 ACS data products were released by the Census Bureau on schedule.

Geography Division acquired 250 additional files from tribal, state, and local government partners as part of the Geographic Support System Initiative Partnership Program and used them to make further improvements to address coverage.

The Geography Division also conducted a pilot project to test the feasibility of using in-office imagery-to-Master Address File (MAF) comparison and data analysis techniques to identify areas in which the residential housing units are stable, and areas in which residential housing unit change is occurring. Based on the positive results of the pilot project, in which 82% of blocks were identified stable (i.e., no change in residential housing units between 2010 imagery and current imagery, and no change in the MAF), GEO is building a national implementation of the project, under the rebranded name TIGER (Topologically Integrated Geographic Encoding and Referencing) and MAF Assessment and Classification (TRMAC).

In November 2013, tabulation and macro data analysis for the 2012 Economic Census began. The first product from the 2012 Economic Census, the Advance Report, which provides national level data on the nation's economy, was released March 26, 2014. Releases began in May 2014 for the 2012 Economic Census Industry Series reports. As of September 30th, 406 of the anticipated 538 Industry Reports (covering 954 NAICS industries) were issued. This exceeded the target to release 30 percent of the Industry Series data products by September 30, 2014. Releases for the 2012 Economic Census will continue in FY 2015. In addition, the demand-based hierarchical structure of the North American Product Classification System (NAPCS) was finalized. This work greatly expands the usefulness of product statistics for market analysis, business planning, and demand oriented studies. A check-in rate of 73.2 percent for the SBO employer component was achieved, with electronic response accounting for 90 percent of total responses. Lessons learned from the 2012 SBO will be applied as we move to 100 percent electronic reporting in the 2017 Economic Census.

As of May 22, 2014, 90 percent of the 2012 Census of Governments products were released, ahead of the June 30, 2014 target date. The 2012 Census of Governments: State Government Finances released in January 2014, two months earlier than the metric, and the 2012 Census of Governments: Employment released in March 2014, one month earlier than the metric. The Census Bureau will complete the release of the 2012 Census of Governments by January 2015.

Objective 4.3 – Collaborate with the business community to provide more timely, accurate, and relevant data products and services for consumers.

Target release dates for all 120 non-economic indicator quarterly and annual survey data releases were met or exceeded. In addition, all 120 monthly and quarterly principal economic indicators were released 100 percent of the time as scheduled or as revised due to the October shutdown. In FY14 a prototype Census Open for Business Tool, a desktop/tablet tool aimed at first time business entrepreneurs, was developed. This tool will allow for easy access to Census Bureau data to develop a business plan that can be used to support their loan application and assist in choosing a location for the business.

The Census Bureau met milestones in preparation for the new 2014 Survey of Income and Program Participation (SIPP) panel and data for wave 1 were collected from February – June 2014. The Bureau also completed data collection for the 2008 SIPP panel, which resulted in an overall response rate above 60% into the fifth year of the data collection for the 2008 Panel. Data releases through wave 15 are on schedule.

Current Population Survey (CPS) controls were consistently released in time for weighting monthly estimates, which is important because the CPS is the source of the monthly unemployment data for the United States; a leading economic indicator.

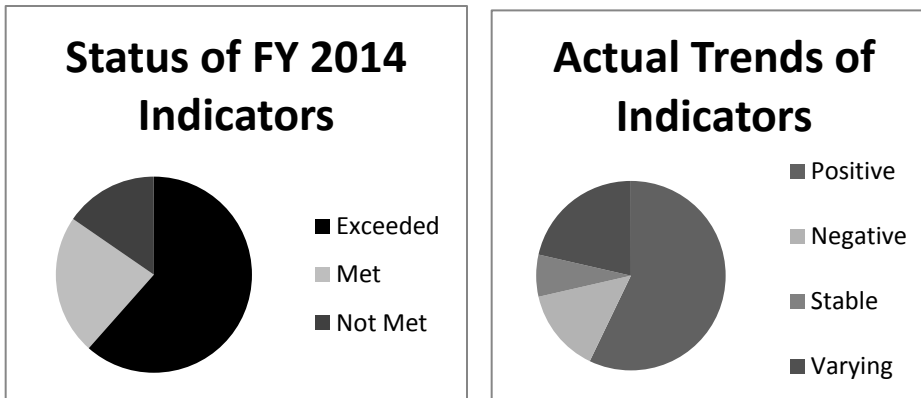
In FY 2014, the Census Bureau developed final experimental race and Hispanic origin questions for paper and electronic modes for the 2015 Decennial Content Test. The Bureau also completed all key milestones for research, testing, and stakeholder outreach associated with improving race and Hispanic origin questions in censuses and surveys.

The Demographic Surveys Sample Redesign program delivered the first wave of the SIPP Event History Calendar (EHC) cases as well as the first rotation of the 2010 design CPS cases to production ahead of schedule. CPS selected its second annual sample, while the American Housing Survey (AHS), Consumer Expenditures Diary and Quarterly (CED and CEQ), and National Crime Victimization Survey (NCVS) selected their first.

Section 3.4: Next Steps

The U.S. Census Bureau is improving data based services, decision-making, and data sharing with the Department of Commerce and other parts of the Federal Government. Initiatives include conducting a more efficient 2020 Decennial Census by maximizing the use of technology, such as the Geographic Support System Initiative to reduce costs while maintaining a high level of quality. Census also completed several steps toward ensuring the efficiency of the 2020 Decennial Census by performing self-response and non-response follow-up data collection for the 2014 Census trial tests, as well as the systems readiness tests. The Bureau is targeted by FY2015Q4 to issue the 2020 Census operational plan announcing major design decisions.

The U.S. Census Bureau is engaging in an multi-evidence based building strategy that includes use of a Balanced Scorecard, which is a strategic planning and management system used to align business activities to the vision and strategy of the organization; Program Management Reviews, which identify the mission-critical, high-priority programs, which are subject to formal reviews by the Census Bureau’s Operating Committee; Workforce Planning, to ensure the Bureau has a workforce competency supply that meets management expectations; 2020 Census reviews, where The National Academy of Sciences (NAS) is providing scientific and research expertise to the 2020 Census Program; and the American Community Survey, where the Census Bureau has asked the Census Scientific Advisory Committee to review the ACS group quarters program and make recommendations on improving sampling efforts and data collection issues with certain group quarter types.



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Part 4 Performance Goals / Indicators

Section 4.1: Summary of Performance

Status is based on the following standard:

Exceeded	More than 100 percent of target
Met	90 - 100 percent of target
Not Met	Below 90% of target

An indicator with a positive trend is one in which performance is improving over time while a negative trend is an indicator that has declining performance. A stable trend is one in which the goal is to maintain a standard, and that that is occurring. A varying trend in one in which the data fluctuates too much to indicate a trend. At a minimum, these indicators must have three years of data.

Section 4.2: Summary of Indicator Performance

Objective 1.2: Increase U.S. exports by broadening and deepening the U.S. exporter base

Indicator	Target	Actual	Status	Trend
Percentage of monthly export statistics released on schedule	100%	100%	Met	Stable

Objective 2.4: Accelerate the development of industry-led skills strategies that result in a productive workforce for employers and high-quality jobs for workers

Indicator	Target	Actual	Status	Trend
Number of data dissemination tools fueled by public-use Longitudinal Employer-Household Dynamics (LEHD) data and improvements to LEHD data and data tools.	1) one data dissemination tool 2) two improvements to LEHD data and data tools	1) one data dissemination tool 2) one improvement to LEHD data and data tools	Not Met	Not enough data

Objective 3.2: Improve preparedness, response, and recovery from weather and water events by building a Weather-Ready Nation

Indicator	Target	Actual	Status	Trend
Number of webinars conducted and enhancements to the Census Bureau's OnTheMap for Emergency Management website.	1) two webinars or training showing emergency and city planners how to navigate OTM-EM 2) two enhancements to OTM-EM	1) two webinars or training showing emergency and city planners how to navigate OTM-EM 2) two enhancements to OTM-EM	Met	Not enough data

Objective 4.1: Transform the Department's data capacity to enhance the value, accessibility and usability of Commerce data for government, business and the public.

Indicator	Target	Actual	Status	Trend
Percentage of milestones met for "Find it-Connect it"	100%	100%	Met	Not enough data

Objective 4.2: Improve data-based services, decision-making, and data sharing within the Department and with other parts of the federal government

Indicator	Target	Actual	Status	Trend
Cost efficiency of 2020 decennial census	Two field tests that will inform cost and quality goals for the 2020 Census	Two field tests that will inform cost and quality goals for the 2020 Census	Met	Not enough data
Percentage of milestones met for business assistance analysis	100%	100%	Met	Not enough data
Percentage of key activities for cyclical census programs completed on time to support effective decision-making by policymakers, businesses and the public.	90%	86%	Met (Result is within 10% of target)	Stable

Objective 4.3: Collaborate with the business community to provide more timely, accurate, and relevant data products and services for customers

Indicator	Target	Actual	Status	Trend
Percentage of key data products for Census Bureau programs released on time to support effective decision-making of policymakers, businesses, and the public	1) 100% of Economic Indicators 2) 90% of other key surveys	1) 100% of Economic Indicators 2) 90% of other key surveys	Met	Stable

Section 4.3 Detailed Indicator Plans and Performance

Objective 1.2: Increase U.S. exports by broadening and deepening the U.S. exporter base

Indicator	Percentage of monthly export statistics released on schedule							
Description	Percent of scheduled release dates for the FT-900 International Trade in Goods and Services released on the scheduled due date. This indicator supports the Department of Commerce's Trade & Investment goal to "Expand the U.S. economy through increased exports and inward foreign investment that lead to more and better American jobs." It specifically supports objective 1.2 to " Increase U.S. exports by broadening and deepening the U.S. exporter base."							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	N/A	N/A	N/A	100%	100%	100%	100%	100%
Actual	N/A	N/A	N/A	100%	100%	100%		
Status	N/A	N/A	N/A	Met	Met	Met		
Trend	Stable							
Validation and Verification								
Data Source	"Bluebook" Schedule of release dates							
Frequency	Monthly							
Data Storage	Schedules maintained on Foreign Trade Division Computers and publicly available on the Internet.							
Internal Control Procedures	The Census Bureau compares actual release dates with scheduled data. No variation from schedule is permitted.							
Data Limitations	None							
Actions to be Taken	Continue 100% on-time performance.							
Explanation (if not met in FY 2014)	This complex development activity, project required additional refinement because results were not consistent with historical project quality, causing a delay in one of the improvements to LEHD data an tools planned for completion in FY 2014. This is expected to be completed by the first quarter of FY 2015.							
Actions to be taken / Future Plans	Based on the experience in FY14, a timeline will be implemented to account for uncertainties in the research and development to allow subsequent projects to be completed on schedule.							
Information Gaps	New Indicator for FY 2014							
Validation and Verification								
Data Source	Program schedules, plans, and reports							
Frequency	Ongoing							
Data Storage	Schedules, plans, databases, and the Intranet							
Internal Control Procedures	Periodic review, monitor, management control, and comparison of schedules							
Data Limitations	None							
Actions to be Taken	Continue quarterly reviews of performance data and status reports							

Objective 2.4: Accelerate the development of industry-led skills strategies that result in a productive workforce for employers and high-quality jobs for workers

Indicator	Number of data dissemination tools fueled by public-use Longitudinal Employer-Household Dynamics (LEHD) data and improvements to LEHD data and data tools.							
Description	The Longitudinal Employer-Household Dynamics program produces new, cost effective, public-use information combining federal, state and Census Bureau data on employers and employees under the Local Employment Dynamics (LED) Partnership. State and local authorities increasingly need detailed local information about their economies to make informed decisions. The LED Partnership works to fill critical data gaps and provide indicators needed by state and local authorities. This indicator supports the Department of Commerce's Innovation goal to "Foster a more innovative U.S. economy—one that is better at inventing, improving, and commercializing products and technologies that lead to higher productivity and competitiveness." It specifically supports objective 2.4 to "Accelerate the development of industry-led skills strategies that result in a productive workforce for employers and high-quality jobs for workers."							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	N/A	N/A	N/A	N/A	N/A	1) one data dissemination tool 2) two improvements to LEHD data and data tools	1) one data dissemination tool 2) three improvements to LEHD data and data tools	1) two reviews of user feedback of new dissemination tools 2) Assessment of potential modification of user tools
Actual	N/A	N/A	N/A	N/A	N/A	1) one data dissemination tool 2) one improvement to LEHD data and data tools		
Status	N/A	N/A	N/A	N/A	N/A	Not Met		
Trend	Not enough data							

Objective 3.2: Improve preparedness, response, and recovery from weather and water events by building a Weather-Ready Nation

Indicator	Number of webinars conducted and enhancements to the Census Bureau's OnTheMap for Emergency Management website.							
Description	OnTheMap for Emergency Management (OTM-EM) is a public data tool that provides unique detail on the workforce, for U.S. areas affected by hurricanes, floods, and wildfires, in real time. To provide users with the latest information available, OnTheMap for Emergency Management automatically incorporates real time data updates from the National Weather Service, Departments of Interior and Agriculture, and other agencies for hurricanes, floods, and wildfires. This indicator supports the Department of Commerce's Environment goal to "Ensure communities and businesses have the necessary information, products, and services to prepare for and prosper in a changing environment." It specifically supports objective 3.2 to "Improve preparedness, response, and recovery from weather and water events by building a Weather-Ready Nation."							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	N/A	N/A	N/A	N/A	N/A	1) two webinars or training showing emergency and city planners how to navigate OTM-EM 2) two enhancements to OTM-EM	1) two webinars or training showing emergency and city planners how to navigate OTM-EM 2) two reviews of user feedback on enhancements to OTM-EM	1) two webinars or training showing emergency and city planners how to navigate OTM-EM 2) two reviews of user feedback on enhancements to OTM-EM
Actual	N/A	N/A	N/A	N/A	N/A	1) two webinars or training showing emergency and city planners how to navigate OTM-EM 2) two enhancement to OTM-EM		
Status	N/A	N/A	N/A	N/A	N/A	Met		
Trend	Not enough data							
Validation and Verification								
Data Source	Program schedules, plans, and reports							
Frequency	Ongoing							
Data Storage	Schedules, plans, databases, and the Intranet							
Internal Control Procedures	Periodic review, monitor, management control, and comparison of schedules							
Data Limitations	None							
Actions to be Taken	Continue quarterly reviews of performance data and status reports							

Objective 4.1: Transform the Department's data capacity to enhance the value, accessibility and usability of Commerce data for government, business and the public.

Indicator	Percentage of milestones met for "Find it-Connect it"							
Description	In order to best serve the public and their diverse interests, the Department will format its data in a manner that can be queried from any of a number of different perspectives through the creation of a common system: Find it-Connect It. This new service will guide users to interoperable data sets with built-in intelligence to make data easier to access, use, download, and combine. This Indicator supports the Department of Commerce's Data goal to "Improve government, business, and community decisions and knowledge by transforming Department data capabilities and supporting a data-enabled economy." It specifically supports objective 4.1 to "Transform the Department's data capacity to enhance the value, accessibility and usability of Commerce data for government, business and the public."							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	N/A	N/A	N/A	N/A	N/A	100%	100%	100%
Actual	N/A	N/A	N/A	N/A	N/A	100%		
Status	N/A	N/A	N/A	N/A	N/A	Met		
Trend	Not enough data							
Validation and Verification								
Data Source	Program schedules, plans, and reports							
Frequency	Ongoing							
Data Storage	Schedules, plans, databases, and the Intranet							
Internal Control Procedures	Periodic review, monitor, management control, and comparison of schedules							
Data Limitations	None							
Actions to be Taken	Continue quarterly reviews of performance data and status reports							

Objective 4.2 Improve data-based services, decision-making, and data sharing within the Department and with other parts of the federal government

Indicator	Cost efficiency of 2020 decennial census							
Description	Due to the nature of this program, it is important to track long-term quality, cost, and delivery schedule goals. The Census Bureau has embarked on a multi-year research and testing program focused on major innovations to the design of the census and oriented around major cost drivers. This Indicator supports the Department of Commerce's Data goal to "Improve government, business, and community decisions and knowledge by transforming Department data capabilities and supporting a data-enabled economy." It specifically supports objective 4.2 to "Improve data-based services, decision-making, and data sharing within the Department and with other parts the federal government."							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	N/A	N/A	N/A	N/A	N/A	Two field tests that will inform cost and quality goals for the 2020 Census	Preliminary design for key components of the 2020 Census to achieve cost and quality goals	<ol style="list-style-type: none"> 1) Conduct additional testing of self-response contact strategies, focusing on optimizing timing of contacts and support for non-English-speaking populations 2) Conduct a field test to further examine the reengineered approach to field staff management, and the associated operations control system that was piloted in FY 2015 testing. 3) Approach to field management processes and systems is proven in. 4) Approaches are selected for supporting non-English languages for the 2020 Census 5) Conduct feasibility test(s) of consolidation of field operations 6) Conduct testing of Group Quarters operational design
Actual	N/A	N/A	N/A	N/A	N/A	Two field tests that will inform cost and quality goals for the 2020 Census		
Status	N/A	N/A	N/A	N/A	N/A	Met		
Trend	Not enough data							
Validation and Verification								
Data Source	Program schedules, plans, and reports							
Frequency	Ongoing							
Data Storage	Schedules, plans, databases, and the Intranet							
Internal Control Procedures	Periodic review, monitor, management control, and comparison of schedules							
Data Limitations	None							
Actions to be Taken	Continue quarterly reviews of performance data and status reports							

Indicator	Percentage of milestones met for business assistance analysis							
Description	The federal government provides billions of dollars in business assistance programs each year. The Department is responsible for many such programs. Analyzing the effectiveness of this assistance and identifying key drivers of success can be difficult and time-consuming. Better and perhaps faster assessments could be made if the federal government's existing economic, demographic, and scientific data are applied to the decision-making process in a meaningful way. The aim is to arrive at the best way to incorporate information and analyses gleaned from existing datasets into business-assistance program decisions. This Indicator supports the Department of Commerce's Data goal to "Improve government, business, and community decisions and knowledge by transforming Department data capabilities and supporting a data-enabled economy." It specifically supports objective 4.2 to "Improve data-based services, decision-making, and data sharing within the Department and with other parts the federal government."							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	N/A	N/A	N/A	N/A	N/A	100%	100%	100%
Actual	N/A	N/A	N/A	N/A	N/A	100%		
Status	N/A	N/A	N/A	N/A	N/A	Met (see notes)		
Trend	Not enough data							
Notes	Two projects were scheduled to be initiated in FY 2014, with work continuing into FY 2015 - one for the International Trade Administration (ITA) and one for the Minority Business Development Agency (MBDA). The ITA project is on schedule. However, the MBDA project was cancelled due to concerns about that agency's legal authorities surrounding the provision of data to the Census Bureau. Because the ITA project is on schedule and the circumstances surrounding the cancellation of the MBDA project, we consider this target to be met for FY 2014.							
Information Gaps	New Indicator for FY 2014							
Validation and Verification								
Data Source	Program schedules, plans, and reports							
Frequency	Ongoing							
Data Storage	Schedules, plans, databases, and the Intranet							
Internal Control Procedures	Periodic review, monitor, management control, and comparison of schedules							
Data Limitations	None							
Actions to be Taken	Continue quarterly reviews of performance data and status reports							

Indicator	Percentage of key activities for cyclical census programs completed on time to support effective decision-making by policymakers, businesses and the public.							
Description	Due to the cyclical nature of these programs, it is important to track annual key activities that support the programs. The internal activities that are tracked are those considered to be the most important in meeting the long-term goals of the cyclical census programs. This Indicator supports the Department of Commerce's Data goal to "Improve government, business, and community decisions and knowledge by transforming Department data capabilities and supporting a data-enabled economy." It specifically supports objective 4.2 to "Improve data-based services, decision-making, and data sharing within the Department and with other parts the federal government."							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	At least 90%	At least 90%	At least 90%	At least 90%	At least 90%	90%	90%	90%
Actual	At least 90%	At least 90%	At least 90%	At least 90%	At least 90%	90%		
Status	Met	Met	Met	Met	Met	Met		
Trend	Stable							
Validation and Verification								
Data Source	Activity schedules kept by each of the cyclical census programs.							
Frequency	Ongoing, based on activity schedules.							
Data Storage	The Census Bureau program offices maintain activity schedules and performance data.							
Internal Control Procedures	The Census Bureau compares actual completion dates with scheduled dates. Performance data are reviewed quarterly.							
Data Limitations	None							
Actions to be Taken	Continue quarterly reviews of performance data							

Objective 4.3: Collaborate with the business community to provide more timely, accurate, and relevant data products and services for customers

Indicator	Percentage of key data products for Census Bureau programs released on time to support effective decision-making of policymakers, businesses, and the public.							
Description	Ensuring that data products are released on schedule is essential. OMB Statistical Directive Number 3 requires that the data for the principle economic indicators be released within prescribed time periods. The impact of not meeting release dates for the economic indicators is much more serious, so two separate targets are noted. This indicator supports the Department of Commerce's Data goal to "Improve government, business, and community decisions and knowledge by transforming Department data capabilities and supporting a data-enabled economy." It specifically supports objective 4.3 to "Foster the private sector's development of new data-based businesses, products and services."							
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Target	1) 100% of Economic Indicators 2) At least 90% of other key surveys	1) 100% of Economic Indicators 2) At least 90% of other key surveys	1) 100% of Economic Indicators 2) At least 90% of other key surveys	1) 100% of Economic Indicators 2) At least 90% of other key surveys	1) 100% of Economic Indicators 2) At least 90% of other key surveys	1) 100% of Economic Indicators 2) 90% of other key surveys	1) 100% of Economic Indicators 2) 90% of other key surveys	1) 100% of Economic Indicators 2) 90% of other key surveys
Actual	1) 100% of Economic Indicators 2) At least 90% of other key surveys	1) 100% of Economic Indicators 2) At least 90% of other key surveys	1) 100% of Economic Indicators 2) At least 90% of other key surveys	1) 100% of Economic Indicators 2) At least 90% of other key surveys	1) 100% of Economic Indicators 2) At least 90% of other key surveys	1) 100% of Economic Indicators 2) 86% of other key surveys		
Status	Met	Met	Met	Met	Met	Met		
Trend	Stable							
Notes	Two of the 15 "other key surveys" that comprise this measure missed at least one data release milestone. However, the 86% performance result falls within the "met range" since the result is within 10% of the 90% target for this measure.							
Validation and Verification								
Data Source	Actual data releases by Census Bureau programs.							
Frequency	The frequency of data releases varies. Release dates are often published in advance.							
Data Storage	Data release information is stored in Census Bureau systems & public data.							
Internal Control Procedures	Performance data are verified by comparing actual release dates with scheduled release dates. Methodological standards for surveys are publicly reported.							
Data Limitations	Data that are released must adhere to Title 13 requirements to protect respondents' confidentiality.							
Actions to be Taken	Continue quarterly reviews of performance data							

Part 5: Other Indicators

NONE

Part 6: Agency Priority Goals

None of the Census Bureau's GPRA Performance Goals have been identified by the Department of Commerce as an Agency Priority Goal.

Part 7: Resource Requirements Table

Funding for the Resource Requirements table reflects total direct obligations. Reimbursable obligations are included insofar that amounts can be reasonably be predicted with little variance from year to year, and could reasonably affect the performance of indicators. Funding and FTE appear at the objective level. Do not include IT funding (which is no longer required).

	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate	FY 2016 Base	Increase / Decrease	FY 2016 Request
Objective 1.2: Increase U.S. exports by broadening and deepening the U.S. exporter base.										
Current Surveys and Programs	11.6	12.3	12.0	12.6	11.1	10.2	11.2	11.4	0.0	11.4
Subtotal Funding	11.6	12.3	12.0	12.6	11.1	10.2	11.2	11.4	0.0	11.4
Direct	11.6	12.3	12.0	12.6	11.1	10.2	11.2	11.4	0.0	11.4
Reimbursable										
Total	11.6	12.3	12.0	12.6	11.1	10.2	11.2	11.4	0.0	11.4
Subtotal FTE	86	86	86	86	86	79	86	86	0	86
Objective 2.4: Accelerate the development of industry-led skills strategies that result in a productive workforce for employers and high-quality jobs for workers.										
Current Surveys and Programs	10.3	12.5	11.0	11.3	10.6	8.1	9.9	9.9	0.0	9.9
Subtotal Funding	10.3	12.5	11.0	11.3	10.6	8.1	9.9	9.9	0.0	9.9
Direct	10.3	12.5	11.0	11.3	10.6	8.1	9.9	9.9	0.0	9.9
Reimbursable										
Total	10.3	12.5	11.0	11.3	10.6	8.1	9.9	9.9	0.0	9.9
Subtotal FTE	130	171	161	164	181	25	31	31	0	31
Objective 3.2: Improve preparedness, response, and recovery from weather and water events by building a Weather-Ready Nation.										
Current Surveys and Programs	-	-	0.3	0.3	0.3		0.4	0.4	0.0	0.4
Periodic Censuses and Programs						0.6				
Subtotal Funding	-	-	0.3	0.3	0.3	0.6	0.4	0.4	0.0	0.4
Direct	-	-	0.3	0.3	0.3	0.6	0.4	0.4	0.0	0.4
Reimbursable										
Total	-	-	0.3	0.3	0.3	0.6	0.4	0.4	0.0	0.4
Subtotal FTE			5	5	6	2	1	1	0	1

Objective 4.1: Transform the Department's data capacity to enhance the value, accessibility and usability of Commerce data for government, business and the public.

Periodic Censuses and Programs	57.1	59.2	19.1	12.2	10.8	21.0	55.9	59.0	17.3	76.3
Subtotal Funding	57.1	59.2	19.1	12.2	10.8	21.0	55.9	59.0	17.3	76.3
Direct	57.1	59.2	19.1	12.2	10.8	21.0	55.9	59.0	17.3	76.3
Reimbursable										
Total	57.1	59.2	19.1	12.2	10.8	21.0	55.9	59.0	17.3	76.3
Subtotal FTE	182	259	214	144	94	41	128	145	84	229

Objective 4.2: Improve data based services, decision-making and data sharing within the Department and with other parts of the Federal Government.

Current Surveys and Programs										
Periodic Censuses and Programs	3,007.1	5,833.4	926.2	661.2	611.5	644.4	769.8	778.3	365.9	1,144.2
Subtotal Funding	3,007.1	5,833.4	926.2	661.2	611.5	644.4	769.8	778.3	365.9	1,144.2
Direct	3,007.1	5,833.4	926.2	661.2	611.5	644.4	769.8	778.3	365.9	1,144.2
Reimbursable										
Total	3,007.1	5,833.4	926.2	661.2	611.5	644.4	769.8	778.3	365.9	1,144.2
Subtotal FTE	22,033	88,956	5,901	4,318	3,997	4,095	4,578	4,578	1,029	5,607

Objective 4.3: Collaborate with the business community to provide more timely, accurate, and relevant data products and services for customers.										
Current Surveys and Programs	264.9	286.9	285.3	283.9	264.7	283.9	275.0	286.2	0.0	286.2
Periodic Censuses and Programs						.7	.2			
Reimbursable	248.4	233.9	293.0	312.6	339.8	283.3	331.7	267.7	0.0	267.7
Subtotal Funding	513.3	520.8	578.3	596.5	604.5	567.9	606.9	553.9	0.0	553.9
Direct	264.9	286.9	285.3	283.9	264.7	284.6	275.2	286.2	0.0	286.2
Reimbursable	248.4	233.9	293.0	312.6	339.8	283.3	331.7	267.7	0.0	267.7
Total	513.3	520.8	578.3	596.5	604.5	567.9	606.9	553.9	0.0	553.9
Subtotal FTE	4,229	4,132	4,594	4,838	5,338	4,537	5,430	5,017	15	5,032
Total Funding										
Direct	3,351.0	6,204.2	1,253.9	981.5	909.0	968.9	1,122.4	1,145.2	383.2	1,528.4
Reimbursable	248.4	233.9	293.0	312.6	339.8	283.3	331.7	267.7	0.0	267.7
Total	3,599.4	6,438.1	1,546.9	1,294.1	1,248.8	1,252.2	1,454.0	1,412.9	383.2	1,796.1
Total FTE	26,660	93,604	10,961	9,555	9,702	8,779	10,254	9,858	1,128	10,986

Part 8: Other Information

Section 8.1: Major Management Priorities, Challenges, and Risks

The Census Bureau is implementing new planning, budgeting, research, and testing processes for the 2020 Census. These efforts support innovations under development to drive the cost of the 2020 Census to 2010 levels (per housing unit; adjusted for inflation) while producing high quality data. Accomplishing our objectives includes developing a robust testing strategy to understand the feasibility of design alternatives to meet this goal. The strategy also includes building a robust program management and systems engineering and integration infrastructure that will provide the foundation for an effectively managed program.

The current budget climate and expectations of continuing uncertainty have necessitated that the Census Bureau apply even more diligence to how program funds are used. With major innovations needed to meet our cost and quality goals, devoting available funds to the prioritization critical work is essential.

To understand when decisions are needed, what work is needed in order to reach those decisions, and what funding supports the work, the Census Bureau has:

- Established a governance strategy that lays out roles and responsibilities, decision making processes, and aligning program controls;
- Continually assessed the priorities of the program against available budget;
- Reestablished schedule development and updates (delayed due to the reassessment described above), and increased efforts to develop and refine a roadmap of key decision points and milestones;

- Established a Testing and Research Strategies Team that reviews the methodologies, research plans, and test designs to ensure that approaches taken are sound and will provide the evidence needed to reach critical design decisions;
- Taken increased steps toward enterprise solutions that will create an integrated and standardized system of systems that offers shared data collection and processing services for operations across the Census Bureau; and,
- Continued implementation of strong program management and systems engineering disciplines around risk management, performance management, knowledge management, requirements management, and system architecture and infrastructure planning and development.
- In support of the Department’s objective to “strengthen organizational capabilities to drive customer-focused, outcomes-driven mission performance”, the Bureau is identifying mission-critical competencies, assessing competency distributions, analyzing gaps between current and desired states, and working to close core and emerging competency gaps.

Work continues to develop and refine efforts to use the American Community Survey (ACS) to further the research goals of the 2020 Program. Data from deployment of the Internet for ACS is providing a wealth of information to prepare the 2020 program for an Internet response option. Language support activities are being pursued to benefit both programs. As to the ACS Content Test previously planned for FY 2015, this test had to be delayed until FY 2016 due to the budgetary impacts of the FY 2013 sequestration.

OIG Management Challenges

Ensuring Timely Design Decision Making

The Census Bureau is approaching critical 2020 Census design decision points that require planning and developing a decennial census in a significantly more constrained budget environment than experienced during the 2010 Census. Soon, the Bureau must rapidly analyze 2020 decennial design alternatives and make key design decisions based on the results of its research and testing phase.

Focusing on Human Capital Management, Timely Research, and Testing Implementation

During the OIG’s 2020 Census redesign evaluation, the OIG noted significant schedule slippage in the Bureau’s key research and testing programs. If continued, the OIG believes the missed deadlines will translate into an untenable continuation of an already expensive design. The cost (in constant dollars) of counting each housing unit could reach \$151, compared with \$97 for 2010. Through the OIG’s ongoing work on the Bureau’s approach to and progress on planning for 2020 decennial census, they have identified three time-sensitive Bureau management priorities:

1. Managing human capital to align with the Bureau’s mission and programmatic goals
2. Completing timely research for making evidence-based design decisions
3. Implementing a stable, agile field-testing strategy

Managing human capital - As part of the decennial census planning effort, the Census Bureau is striving to improve the management and culture of the decennial directorate. The Bureau's two-pronged effort entails collaboration between its 2020 Census directorate and Human Resources division to (1) review required skills and competencies and (2) conduct a formal analysis to compare those requisite skills to the skills and capabilities of their current workforce. An objective and informative assessment of the Census Bureau's current workforce is critical to containing 2020 Census costs

Completing timely research - The Bureau's research agenda includes capturing lessons learned from the last decennial census and conducting research and testing projects that emphasize containing costs without diminishing information quality. In addition to the cancellation of 20 of the original 109 studies aimed to measure the Bureau's performance in the 2010 decennial, the OIG found that the Census Programs for Evaluations and Experiments program results were often not implemented as designed to inform the 2020 R&T program. The OIG also found the Census Bureau is experiencing schedule slippage and project delays in its R&T program that affect subsequent research phases and design decision points. The multifaceted and interrelated nature of the research program underscores the necessity of adhering to a schedule to make timely, evidence-based design decisions. Another challenge identified in the OIG's report is to develop a schedule that provides managers and oversight stakeholders with valid, timely, accurate, and auditable performance information on which to base critical decisions. The OIG believes that the Census Bureau alters baselines (i.e., rebaselines), which can conceal delays and give the appearance that schedules are met.

Implementing a stable, agile field-testing strategy - Testing operations in real-life situations is critical to ensuring that research results yield improvements in the decennial census. However, field test plans are in flux: their schedule has been pushed back three times, with an FY 2016 completion date reflecting a year-and-a-half delay. Further, the Census Bureau canceled 13 of 25 scheduled field tests. Frequent schedule changes, testing delays, and cancellations threaten the Bureau's ability to incorporate test results into subsequent research and design decisions. The Bureau cites the major impacts of the Congressional budget cut and sequestration as a cause for the changes in content and timing of its research and testing efforts.

Section 8.2: Cross-Agency Priority Goals / Collaborations

The Census Bureau has a long history of collaborating with other Federal agencies to achieve objectives, priority goals, and performance goals. A few examples include:

- More than \$400 billion in Federal funds distributed to state, local, and tribal governments each year is based, at least in part, on Census Bureau data.
- One of our flagship programs, the Current Population Survey, is a joint program with the Bureau of Labor Statistics and is the source unemployment estimates.
- We collaborate extensively with the Bureau of Economic Analysis in the collection of key data about the Nation's Economy that our sister agency uses to produce estimates of Gross Domestic Product, or GDP, and other major indicators of the health and direction of the economy.
- The Census Bureau collaborates with U.S. Customs and Border Protection on the Automated Export System, which we use to compile monthly export statistics.

The above list is not comprehensive. The Census Bureau collaborates with other Federal, as well as state, local, tribal and non-governmental organizations in many areas. We also offer our robust data collection infrastructure to other agencies on a reimbursable basis, thereby leveraging economies of scale and avoiding unnecessary duplication in the collection of statistical data across the government.

The US Census Bureau is not a leader of or a participant in any Cross-Agency Priority Goals.

Section 8.3: Evidence Building

Balanced Scorecard

The Balanced Scorecard is a strategic planning and management system used to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals.

The Census Bureau conducts quarterly reviews of key performance indicators using the "Balanced Scorecard." The measures in the Balanced Scorecard represent the most critical indicators of program performance for the Census Bureau; and they are incorporated into the performance plans for the Senior Executive Service members responsible for the attainment of the performance targets for these measures.

Program Management Reviews

Beginning in 2013, the Census Bureau identified the mission-critical, high-priority programs, which are subject to formal Program Management Reviews by the Census Bureau's Operating Committee. These programs include the 2020 Census, the American Community Survey, the 2017 Economic Census, the 2017 Census of Governments, and the Geography Systems Support Initiative. The objective of these reviews is to ensure that there is executive insight into major program performance and to identify relationships between and among these mission-critical programs so that efficiencies can be exploited. These reviews provided program background, status, measures, risks, and program manager requests for support. The reviews will be continued on a rolling basis.

Strategic Workforce Planning

The Census Bureau has developed a new capability for strategic workforce planning. The overall measure of this program's performance is that the Census Bureau has strategies in place to ensure it has a workforce competency supply that meets management needs. The data collection phase of the capability has been underway and will continue until 2014. The new program provides competency definition, data collection methods, analysis methods, and reporting and measurement processes. Strategic workforce planning provides management with the "as is" workforce, requests information on whether the current workforce meets current and future needs, identifies gaps, and applies strategies to close the gaps. Once the program is baselined in the fourth quarter of 2014, the Census Bureau will use Government Accountability Office standards on workforce planning and lessons learned as to determine the efficacy and effectiveness of the process. The actual strategic workforce planning action plans developed in the first quarter of 2014 for Headquarters employees in professional series and in the fourth quarter of 2014 for all other employees contain targets for closing workforce gaps and will be used to measure the effectiveness of the actual strategies to close the gaps. Finally, the second round of the as-is skills assessment will provide measures of which gaps have been closed or reduced.

2020 Census

The National Academy of Sciences (NAS) provides scientific and research expertise to the 2020 Census Program. Specifically, NAS has assembled a panel of experts to conduct a five-year review of the 2010 Census operations and a comprehensive evaluation of the statistical methods and operational procedures tested during the 2020 Research and Testing Program. As part of this evaluation, smaller working groups have been established to provide expert advice about ongoing research in four of the 2020 Census research themes (geographic resources, self-response options, field re-engineering, and use of administrative records). Because of these collaborative exchanges, the work groups have helped to identify priority directions for implementing a testing program that will lead to a successful and more cost-effective 2020 census. At the conclusion of this ongoing program evaluation in 2014, NAS will produce a written review of our research efforts along with recommendations to improve certain operations for the 2020 Census.

American Community Survey

The Census Bureau has asked the Census Scientific Advisory Committee to review the ACS group quarters program and make recommendations on improving sampling efforts and data collection issues with certain group quarter types. Additionally, the Census Bureau has asked the National Advisory Committee (NAC) Working Group on ACS to review, assess, and provide recommendations on research that can improve ACS estimates of small populations. The group was chartered in early spring of 2013. They have two formal meetings with the Census Bureau a year, in the spring and fall. The NAC Working Group conducts conference calls between these formal meetings to achieve their objectives. The group submitted their recommendations during their 2014 spring meeting.

Section 8.4: *Hyperlinks*

For information about the CNSTAT evaluation and NAS panel members, please see http://sites.nationalacademies.org/DBASSE/CNSTAT/CurrentProjects/DBASSE_071203

Section 8.5: *Data Validation and Verification*

The FY 2014 Summary of Performance and Finance Information includes in the Secretary's Statement, an assessment of the reliability and completeness of the Department's performance data. The Data Validation and Verification information is shown with each performance indicator in Section 4.3.

Section 8.6: *Lower-Priority Program Activities*

The President's Budget identifies the lower-priority program activities, where applicable, as required under the GPRA Modernization Act, 31 U.S.C. 1115(b)(10). The public can access the volume at: <http://www.whitehouse.gov/omb/budget>.